

USA Shooting
Income Statement
February 29, 2020

CONSOLIDATED	Actual			Annual Budget			Reforecast			1 Month Ended (MTD)				2 Months Ended (YTD) Current Year				2 Months Ended (YTD) Prior Year		
	2019	2020	2020	29-Feb-20	Budgeted	\$ Variance	%Variance	29-Feb-20	Budgeted	\$ Variance	%Variance	28-Feb-19	\$ Variance	%Variance						
Revenue:																				
Grants																				
Restricted Grants	12,600	-	50,000	-	-	-	--	-	-	-	--	-	-	-	--	-	-	-		
USOPC	1,097,525	1,163,970	931,470	90,123	90,123	-	0%	180,245	187,069	6,824	4%	205,625	25,380	12%						
ISSF	26,247	210,000	183,728	26,247	26,247	-	0%	52,494	52,494	-	0%	-	(52,494)	--						
<i>Total Grants</i>	\$ 1,136,372	\$ 1,373,970	\$ 1,165,198	\$ 116,369	\$ 116,369	\$ -	0%	\$ 232,739	\$ 239,563	\$ 6,824	3%	\$ 205,625	\$ (27,114)	-13%						
Fundraising																				
Direct Mail	1,650,102	2,083,280	1,863,014	130,988	159,813	28,825	18%	276,384	336,749	60,365	18%	207,655	(68,729)	-33%						
Donations	565,679	445,430	378,868	26,097	32,190	6,093	19%	72,464	68,103	(4,361)	-6%	90,994	18,530	20%						
Endowment	51,826	-	5,500	-	-	-	--	5,500	-	(5,500)	--	32,600	27,100	83%						
Royalties	9,005	37,860	12,013	1,055	2,751	1,696	62%	2,013	6,797	4,783	70%	647	(1,366)	-211%						
Sponsorships	253,620	307,500	235,177	1,400	-	(1,400)	--	5,177	12,500	7,323	59%	8,300	3,123	38%						
VIK Donations	60,000	115,670	43,659	18,659	10,500	(8,159)	-78%	18,659	10,500	(8,159)	-78%	60,000	41,341	69%						
<i>Total Fundraising</i>	\$ 2,590,232	\$ 2,989,740	\$ 2,538,231	\$ 178,199	\$ 205,254	\$ 27,055	13%	\$ 380,197	\$ 434,649	\$ 54,452	13%	\$ 400,197	\$ 20,000	5%						
Competitions																				
Competitions	487,710	439,685	323,491	22,491	26,358	3,867	15%	53,533	40,317	(13,216)	-33%	80,389	26,856	33%						
World Cups	-	-	-	-	-	-	--	-	-	-	--	-	-	--						
Self Pay	69,508	95,313	-	-	7,312	7,312	100%	-	15,407	15,407	100%	5,858	5,858	100%						
Range Fees	-	-	-	-	-	-	--	-	-	-	--	-	-	--						
Range Operations	1,288	-	-	-	-	-	--	-	-	-	--	-	-	--						
Ammo/Hull Sales	90,084	135,000	47,210	210	10,356	10,146	98%	210	21,822	21,612	99%	2,031	1,821	90%						
Coach Training	280,297	2,070	-	-	-	-	--	-	-	-	--	1,972	1,972	100%						
<i>Total Competitions</i>	\$ 928,888	\$ 672,068	\$ 370,701	\$ 22,701	\$ 44,026	\$ 21,325	48%	\$ 53,743	\$ 77,545	\$ 23,802	31%	\$ 90,251	\$ 36,507	40%						
Membership	\$ 251,461	\$ 207,196	\$ 74,791	\$ 3,730	\$ 12,540	\$ 8,810	70%	\$ 24,791	\$ 38,401	\$ 13,610	35%	\$ 37,586	\$ 12,795	34%						
Merchandise	\$ 268,968	\$ 86,801	\$ 34,913	\$ 2,336	\$ 6,137	\$ 3,801	62%	\$ 4,913	\$ 13,509	\$ 8,596	64%	\$ 8,446	\$ 3,534	42%						
Events Income	\$ 120,146	\$ 244,200	\$ 227,000	\$ -	\$ 2,000	\$ 2,000	100%	\$ -	\$ 2,000	\$ 2,000	100%	\$ 16,045	\$ 16,045	100%						
Advertising/Licensing						\$ -	--			\$ -	--		\$ -	--						
Licensing	-	-	-	-	-	-	--	-	-	-	--	-	-	--						
Advertising	-	-	-	-	-	-	--	-	-	-	--	-	-	--						
<i>Total Advertising/Licensing</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	--	\$ -	\$ -	\$ -	--	\$ -	\$ -	--						
Other																				
Youth Development	-	-	-	-	-	-	--	-	-	-	--	-	-	--						
Miscellaneous Income	37,495	15,500	98	-	614	614	100%	98	814	716	88%	3,060	2,963	97%						
<i>Total Other</i>	\$ 37,495	\$ 15,500	\$ 98	\$ -	\$ 614	\$ 614	100%	\$ 98	\$ 814	\$ 716	88%	\$ 3,060	\$ 2,963	97%						
Total Net Revenue	\$ 5,333,562	\$ 5,589,475	\$ 4,410,932	\$ 323,336	\$ 386,940	\$ 63,604	16%	\$ 696,480	\$ 806,481	\$ 110,001	14%	\$ 761,210	\$ 64,730	9%						
Cost of Goods Sold	\$ 17,712	\$ 114,000	\$ 23,292	\$ -	\$ -	\$ -	--	\$ -	\$ -	\$ -	--	\$ 2,078	\$ 2,078	100%						
Gross Margin	\$ 5,315,849	\$ 5,475,475	\$ 4,387,640	\$ 323,336	\$ 386,940	\$ 63,604	16%	\$ 696,480	\$ 806,481	\$ 110,001	14%	\$ 759,133	\$ 62,652	8%						

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February 29, 2020

CONSOLIDATED				1 Month Ended (MTD)				2 Months Ended (YTD) Current Year				2 Months Ended (YTD) Prior Year		
	Actual	Annual Budget	Reforecast											
	2019	2020	2020	29-Feb-20	Budgeted	\$ Variance	%Variance	29-Feb-20	Budgeted	\$ Variance	%Variance	28-Feb-19	\$ Variance	%Variance
PERSONNEL														
Salaries	1,308,913	1,245,876	1,164,114	86,261	94,816	8,555	9%	189,935	199,101	9,166	5%	254,337	64,402	25%
Bonus	-	-	30,000	-	-	-	--	30,000	-	(30,000)	--	-	(30,000)	--
Employee Benefits & Taxes	339,050	119,495	138,288	7,035	8,544	1,509	18%	22,113	18,693	(3,420)	-18%	78,880	56,766	72%
Total Personnel	\$ 1,647,963	\$ 1,365,372	\$ 1,332,402	\$ 93,296	\$ 103,360	\$ 10,064	10%	\$ 242,048	\$ 217,794	\$ (24,254)	-11%	\$ 333,217	\$ 91,169	27%
FUND DEVELOPMENT/MARKETING														
Marketing & Communications	-	-	-	-	-	-	--	-	-	-	--	-	-	--
Incentive Compensation - Selling Expens	-	-	-	-	-	-	--	-	-	-	--	-	-	--
Partnerships - Selling	-	-	-	-	-	-	--	-	-	-	--	-	-	--
Events Expense	107,484	13,135	56,063	730	1,000	270	27%	2,513	1,000	(1,513)	-151%	23,720	21,207	89%
Merchandise Inventory	-	-	-	-	-	-	--	-	-	-	--	-	-	--
Advertising	7,025	-	-	-	-	-	--	-	-	-	--	525	525	100%
Bank & CC Fees	45,851	49,284	34,633	2,108	3,781	1,673	44%	5,738	8,966	3,229	36%	9,517	3,780	40%
Sales Tax	5,841	5,000	2,475	-	-	-	--	-	-	-	--	4,702	4,702	100%
Printing	35,814	7,000	6,185	1,175	537	(638)	-119%	2,081	1,132	(949)	-84%	2,057	(24)	-1%
Direct Mail Expense	59,851	1,327,554	1,334,954	228,833	101,840	(126,993)	-125%	273,434	214,591	(58,844)	-27%	14,396	(259,039)	-1799%
Postage & Shipping	434,918	7,228	8,897	1,059	1,705	646	38%	1,659	2,919	1,260	43%	215,791	214,132	99%
Marketing Materials	6,132	2,450	1,300	-	-	-	--	-	-	-	--	484	484	100%
Total Fund Development/Marketing	\$ 702,917	\$ 1,411,651	\$ 1,444,507	\$ 233,905	\$ 108,863	\$ (125,042)	-115%	\$ 285,425	\$ 228,608	\$ (56,817)	-25%	\$ 271,192	\$ (14,232)	-5%
ATHLETE FUNDING														
Travel	1,635,887	1,548,819	661,111	72,522	58,684	(13,839)	-24%	96,111	81,852	(14,260)	-17%	355,445	259,334	73%
Athlete Funding	250,753	298,467	257,085	1,350	7,671	6,321	82%	14,085	11,918	(2,167)	-18%	32,029	17,944	56%
Ammo & Targets	45,478	242,750	106,464	4,220	5,000	780	16%	14,464	5,000	(9,464)	-189%	18,652	4,188	22%
Athlete Event Fees	57,368	45,980	429	429	730	301	41%	429	730	301	41%	13,357	12,928	97%
Athlete Freight & Shipping	20,170	22,400	9,600	-	-	-	--	-	-	-	--	715	715	100%
Athlete Uniforms	4,081	17,200	15,200	-	-	-	--	-	-	-	--	2,557	2,557	100%
Sports Science & Med	37,727	-	10,880	4,950	5,000	50	1%	7,630	5,000	(2,630)	-53%	1,500	(6,130)	-409%
Athlete Training	4,187	31,800	-	1,450	2,000	550	28%	2,790	2,000	(790)	-40%	690	(2,100)	-304%
Total Athlete Funding	\$ 2,055,651	\$ 2,207,416	\$ 1,060,770	\$ 84,921	\$ 79,085	\$ 8,002	10%	\$ 135,510	\$ 106,499	\$ (14,750)	-14%	\$ 424,946	\$ 289,436	68%
ADMINISTRATIVE/OPERATING														
Facility Lease	14,530	16,535	9,694	-	-	-	--	-	1,404	1,404	100%	5,134	5,134	100%
Range Maintenance	25,737	64,200	31,777	2,047	3,083	1,037	34%	2,277	3,083	806	26%	594	(1,683)	-283%
Office Equipment	4,495	2,922	3,305	506	224	(282)	-126%	768	472	(296)	-63%	505	(263)	-52%
Equipment	37,383	3,000	5,266	105	230	125	54%	2,007	230	(1,777)	-772%	13,835	11,828	85%
Supplies	25,576	32,049	23,563	945	951	7	1%	2,987	2,005	(983)	-49%	8,427	5,440	65%
Website	412	500	550	50	38	(12)	-30%	50	38	(12)	-30%	412	362	88%
Utilities	4,040	9,500	7,153	-	-	-	--	401	297	(104)	-35%	822	421	51%
Licensing & Insurance	16,447	18,389	16,684	-	-	-	--	1,684	1,324	(360)	-27%	6,912	5,228	76%
Telephone	11,372	13,237	14,553	323	950	627	66%	2,294	2,001	(292)	-15%	1,874	(419)	-22%
Recruitment	-	-	-	-	-	-	--	-	-	-	--	-	-	--
Dues & Subscriptions	35,181	5,000	4,935	304	384	80	21%	804	808	5	1%	29,264	28,460	97%
Miscellaneous Expense	3,342	32,650	6,948	230	350	120	34%	1,948	1,400	(548)	-39%	750	(1,198)	-160%
Outside Memberships	-	-	-	-	-	-	--	-	-	-	--	-	-	--
Total Administrative/Operating	\$ 178,514	\$ 197,982	\$ 124,428	\$ 4,508	\$ 6,211	\$ 1,703	27%	\$ 15,219	\$ 13,064	\$ (2,155)	-16%	\$ 68,528	\$ 53,309	78%

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February 29, 2020

CONSOLIDATED	Actual			1 Month Ended (MTD)				2 Months Ended (YTD) Current Year				2 Months Ended (YTD) Prior Year		
	2019	2020	2020	29-Feb-20	Budgeted	\$ Variance	%Variance	29-Feb-20	Budgeted	\$ Variance	%Variance	28-Feb-19	\$ Variance	%Variance
CONTRACT/CONSULTING														
Consulting	528,577	66,750	66,490	5,500	4,603	(897)	-19%	12,312	9,699	(2,614)	-27%	56,322	44,010	78%
Contract Labor	154,389	109,250	106,860	2,610	3,000	390	13%	13,860	10,700	(3,160)	-30%	10,381	(3,479)	-34%
Acctg & Legal Services	100	37,000	23,021	2,500	2,685	185	7%	2,500	5,658	3,158	56%	-	(2,500)	--
IT Support	-	-	-	-	-	-	--	-	-	-	--	-	-	--
Variable IT Costs	-	-	-	-	-	-	--	-	-	-	--	-	-	--
VIK Expense	730	-	-	-	-	-	--	-	-	-	--	-	-	--
Total Contract/Consulting	\$ 683,796	\$ 213,000	\$ 196,371	\$ 10,610	\$ 10,288	\$ (322)	-3%	\$ 28,672	\$ 26,056	\$ (2,616)	-10%	\$ 66,703	\$ 38,031	57%
COMPETITIONS/TRAVEL/MEETINGS/TRAINING														
Staff Travel	-	12,000	6,000	-	-	-	--	-	-	-	--	-	-	--
Award & Medals	29,623	9,675	9,694	-	-	-	--	2,194	2,625	431	16%	2,170	(24)	-1%
SafeSport	9,317	33,580	21,870	1,770	2,538	768	30%	870	2,962	2,092	71%	1,663	793	48%
Meals	26,335	-	757	757	1,570	813	52%	757	1,570	813	52%	16,187	15,429	95%
Staff Development	610	360	210	-	-	-	--	-	-	-	--	460	460	100%
Board Expenses	-	-	-	-	-	-	--	-	-	-	--	-	-	--
Competitions/Travel/Meetings/Traini	\$ 65,886	\$ 55,615	\$ 38,531	\$ 2,527	\$ 4,108	\$ 1,580	38%	\$ 3,821	\$ 7,157	\$ 3,336	47%	\$ 1,140,834	\$ 1,137,013	100%
TOTAL OPERATING EXPENSES	\$ 5,334,727	\$ 5,451,035	\$ 4,197,008	\$ 429,767	\$ 311,913	\$ (117,854)	-38%	\$ 710,695	\$ 599,179	\$ (111,516)	-19%	\$ 2,305,421	\$ 1,594,726	69%
Operating Income/(Loss)	\$ (18,878)	\$ 24,440	\$ 190,632	\$ (106,431)	\$ 75,027	\$ (181,458)	-242%	\$ (14,215)	\$ 207,302	\$ (221,517)	-107%	\$ (1,546,289)	\$ (1,532,074)	99%
Other Expenses														
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	--	\$ -	\$ 1,404	\$ 1,404	100%	\$ -	\$ -	--
Inventory Adjustments	\$ 28,344	\$ -	\$ -	\$ -	\$ -	\$ -	--	\$ -	\$ -	\$ -	--	\$ -	\$ -	--
Bad Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	--	\$ -	\$ -	\$ -	--	\$ -	\$ -	--
Interest Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	--	\$ -	\$ -	\$ -	--	\$ -	\$ -	--
Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	--	\$ -	\$ -	\$ -	--	\$ -	\$ -	--
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	--	\$ -	\$ -	\$ -	--	\$ -	\$ -	--
Total Expenses	\$ 5,363,071	\$ 5,451,035	\$ 4,197,008	\$ 429,767	\$ 311,913	\$ (117,854)	-38%	\$ 710,695	\$ 600,583	\$ (110,112)	-18%	\$ 2,305,421	\$ 1,594,726	69%
Other Income														
Interest & Div Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	--	\$ -	\$ -	\$ -	--	\$ -	\$ -	--
Interest & Div Income	\$ 4,538	\$ -	\$ -	\$ 2	\$ -	\$ (2)	--	\$ 11	\$ -	\$ (11)	--	\$ 1,611	\$ 1,600	99%
Other Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	--	\$ -	\$ -	\$ -	--	\$ -	\$ -	--
Total Other Income	\$ 4,538	\$ -	\$ -	\$ 2	\$ -	\$ (2)	--	\$ 11	\$ -	\$ (11)	--	\$ 1,611	\$ 1,600	99%
Net Income/(Loss)	\$ (42,684)	\$ 24,440	\$ 190,632	\$ (106,430)	\$ 75,027	\$ (181,457)	-242%	\$ (14,203)	\$ 205,898	\$ (220,101)	-107%	\$ (1,544,677)	\$ (1,530,474)	99%

**USA Shooting
INCOME STATEMENT
2020 By Month**

CONSOLIDATED

	1-Jan-20	29-Feb-20	31-Mar-20	30-Apr-20	31-May-20	30-Jun-20	31-Jul-20	31-Aug-20	30-Sep-20	31-Oct-20	30-Nov-20	31-Dec-20	YTD
Revenue:													
Grants													
Restricted Grants	-	-	-	-	-	-	-	-	-	-	-	-	-
USOPC	90,123	90,123	-	-	-	-	-	-	-	-	-	-	180,245
ISSF	26,247	26,247	-	-	-	-	-	-	-	-	-	-	52,494
<i>Total Grants</i>	\$ 116,369	\$ 116,369	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 232,739
Fundraising													
Direct Mail	145,396	130,988	-	-	-	-	-	-	-	-	-	-	276,384
Donations	46,367	26,097	-	-	-	-	-	-	-	-	-	-	72,464
Endowment	5,500	-	-	-	-	-	-	-	-	-	-	-	5,500
Royalties	958	1,055	-	-	-	-	-	-	-	-	-	-	2,013
Sponsorships	3,777	1,400	-	-	-	-	-	-	-	-	-	-	5,177
VIK Donations	-	18,659	-	-	-	-	-	-	-	-	-	-	18,659
<i>Total Fundraising</i>	\$ 201,998	\$ 178,199	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 380,197
Competitions													
Competitions	31,042	22,491	-	-	-	-	-	-	-	-	-	-	53,533
World Cups	-	-	-	-	-	-	-	-	-	-	-	-	-
Self Pay	-	-	-	-	-	-	-	-	-	-	-	-	-
Range Fees	-	-	-	-	-	-	-	-	-	-	-	-	-
Range Operations	-	-	-	-	-	-	-	-	-	-	-	-	-
Ammo/Hull Sales	-	210	-	-	-	-	-	-	-	-	-	-	210
Coach Training	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Total Competitions</i>	\$ 31,042	\$ 22,701	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 53,743
Membership	\$ 21,061	\$ 3,730	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,791
Merchandise	\$ 2,577	\$ 2,336	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,913
Events Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Advertising/Licensing													
Licensing	-	-	-	-	-	-	-	-	-	-	-	-	-
Advertising	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Total Advertising/Licensing</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other													
Youth Development	-	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous Income	98	-	-	-	-	-	-	-	-	-	-	-	98
<i>Total Other</i>	\$ 98	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 98
Total Net Revenue	\$ 373,145	\$ 323,336	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 696,480
Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gross Margin	\$ 373,145	\$ 323,336	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 696,480

**USA Shooting
INCOME STATEMENT
2020 By Month**

CONSOLIDATED

	1-Jan-20	29-Feb-20	31-Mar-20	30-Apr-20	31-May-20	30-Jun-20	31-Jul-20	31-Aug-20	30-Sep-20	31-Oct-20	30-Nov-20	31-Dec-20	YTD
PERSONNEL													
Salaries	103,674	86,261	-	-	-	-	-	-	-	-	-	-	189,935
Bonus	30,000	-	-	-	-	-	-	-	-	-	-	-	30,000
Employee Benefits & Taxes	15,078	7,035	-	-	-	-	-	-	-	-	-	-	22,113
Total Personnel	\$ 148,752	\$ 93,296	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 242,048
FUND DEVELOPMENT/MARKETING													
Events Expense	1,783	730	-	-	-	-	-	-	-	-	-	-	2,513
Merchandise Inventory	-	-	-	-	-	-	-	-	-	-	-	-	-
Advertising	-	-	-	-	-	-	-	-	-	-	-	-	-
Bank & CC Fees	3,630	2,108	-	-	-	-	-	-	-	-	-	-	5,738
Sales Tax	-	-	-	-	-	-	-	-	-	-	-	-	-
Printing	906	1,175	-	-	-	-	-	-	-	-	-	-	2,081
Direct Mail Expense	44,601	228,833	-	-	-	-	-	-	-	-	-	-	273,434
Postage & Shipping	600	1,059	-	-	-	-	-	-	-	-	-	-	1,659
Marketing Materials	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Fund Development/Marketing	\$ 51,520	\$ 233,905	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 285,425
ATHLETE FUNDING													
Travel	23,589	72,522	-	-	-	-	-	-	-	-	-	-	96,111
Athlete Funding	12,735	1,350	-	-	-	-	-	-	-	-	-	-	14,085
Ammo & Targets	10,244	4,220	-	-	-	-	-	-	-	-	-	-	14,464
Athlete Event Fees	-	429	-	-	-	-	-	-	-	-	-	-	429
Athlete Freight & Shipping	-	-	-	-	-	-	-	-	-	-	-	-	-
Athlete Uniforms	-	-	-	-	-	-	-	-	-	-	-	-	-
Sports Science & Med	2,680	4,950	-	-	-	-	-	-	-	-	-	-	7,630
Athlete Training	1,340	1,450	-	-	-	-	-	-	-	-	-	-	2,790
Total Athlete Funding	\$ 50,588	\$ 84,921	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 135,510
ADMINISTRATIVE/OPERATING													
Facility Lease	-	-	-	-	-	-	-	-	-	-	-	-	-
Lease Hold Improvements	-	-	-	-	-	-	-	-	-	-	-	-	-
Range Maintenance	230	2,047	-	-	-	-	-	-	-	-	-	-	2,277
Office Equipment	262	506	-	-	-	-	-	-	-	-	-	-	768
Equipment	1,902	105	-	-	-	-	-	-	-	-	-	-	2,007
Supplies	2,042	945	-	-	-	-	-	-	-	-	-	-	2,987
Website	-	50	-	-	-	-	-	-	-	-	-	-	50
Utilities	401	-	-	-	-	-	-	-	-	-	-	-	401
Licensing & Insurance	1,684	-	-	-	-	-	-	-	-	-	-	-	1,684
Telephone	1,971	323	-	-	-	-	-	-	-	-	-	-	2,294
Recruitment	-	-	-	-	-	-	-	-	-	-	-	-	-
Dues & Subscriptions	500	304	-	-	-	-	-	-	-	-	-	-	804
Miscellaneous Expense	1,718	230	-	-	-	-	-	-	-	-	-	-	1,948
Outside Memberships	-	-	-	-	-	-	-	-	-	-	-	-	-

**USA Shooting
INCOME STATEMENT
2020 By Month**

CONSOLIDATED

	1-Jan-20	29-Feb-20	31-Mar-20	30-Apr-20	31-May-20	30-Jun-20	31-Jul-20	31-Aug-20	30-Sep-20	31-Oct-20	30-Nov-20	31-Dec-20	YTD
Total Administrative/Operating	\$ 10,711	\$ 4,508	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,219
CONTRACT/CONSULTING													
Consulting	6,812	5,500	-	-	-	-	-	-	-	-	-	-	12,312
Contract Labor	11,250	2,610	-	-	-	-	-	-	-	-	-	-	13,860
Acctg & Legal Services	-	2,500	-	-	-	-	-	-	-	-	-	-	2,500
IT Support	-	-	-	-	-	-	-	-	-	-	-	-	-
Variable IT Costs	-	-	-	-	-	-	-	-	-	-	-	-	-
VIK Expense	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Contract/Consulting	\$ 18,062	\$ 10,610	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,672
COMPETITIONS/TRAVEL/MEETINGS/TRAINING													
Staff Travel	-	-	-	-	-	-	-	-	-	-	-	-	-
Award & Medals	2,194	-	-	-	-	-	-	-	-	-	-	-	2,194
SafeSport	(900)	1,770	-	-	-	-	-	-	-	-	-	-	870
Meals	-	757	-	-	-	-	-	-	-	-	-	-	757
Staff Development	-	-	-	-	-	-	-	-	-	-	-	-	-
Board Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-
Competitions/Travel/Meetings/Trainin	\$ 1,294	\$ 2,527	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,821
TOTAL OPERATING EXPENSES	\$ 280,928	\$ 429,767	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 710,695
Operating Income/(Loss)	\$ 92,217	\$ (106,431)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (14,215)
Other Expenses													
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inventory Adjustments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 280,928	\$ 429,767	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 710,695
Other Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest & Div Income	\$ 10	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11
Other Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Other Income	\$ 10	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11
Net Income/(Loss)	\$ 92,226	\$ (106,430)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (14,203)

USA Shooting
Cashflow Analysis and Reforecast

CASHFLOW Summary

CONSOLIDATED	Actual	Monthly Avg	ACTUALS			REFORECAST/PROJECTIONS									REFORECAST
	FY19	FY19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	
Starting Cash	\$ 693,168		\$ 302,768	\$ 383,540	\$ 266,460	\$ 250,134	\$ 369,818	\$ 360,652	\$ 546,766	\$ 490,789	\$ 506,311	\$ 402,087	\$ 380,120	\$ 405,161	\$ 302,768
Revenue			373,145	323,336	275,869	335,369	465,369	429,192	251,770	358,023	345,262	616,003	338,112	299,481	4,410,932
Adj for Non Cash Entries			(26,247)	(26,247)	(26,247)	(26,247)	(26,247)	(26,247)	(26,247)						(183,728)
Use of Cash			(280,928)	(429,767)	(318,498)	(189,439)	(448,289)	(216,832)	(281,500)	(342,500)	(449,487)	(637,970)	(313,072)	(314,810)	(4,223,091)
Balance Sheet Adjustments			14,802	15,598	52,550		-								82,950
Ending Cash	\$ 302,768		\$ 383,540	\$ 266,460	\$ 250,134	\$ 369,818	\$ 360,652	\$ 546,766	\$ 490,789	\$ 506,311	\$ 402,087	\$ 380,120	\$ 405,161	\$ 389,832	\$ 389,832
Revenue:															
Grants															
Restricted Grants	12,600	1,050	-	-	-	-	-	-	8,333	8,333	8,333	8,333	8,333	8,333	50,000
USOPC	1,097,525	91,460	90,123	90,123	90,123	90,123	90,123	90,123	65,123	65,123	65,123	65,123	65,123	65,123	931,470
ISSF	26,247	2,187	26,247	26,247	26,247	26,247	26,247	26,247	26,247	26,247					183,728
<i>Total Grants</i>	\$ 1,136,372	\$ 94,698	\$ 116,369	\$ 116,369	\$ 116,369	\$ 116,369	\$ 116,369	\$ 116,369	\$ 99,703	\$ 73,456	\$ 73,456	\$ 73,456	\$ 73,456	\$ 73,456	\$ 1,165,198
Fundraising								\$ 33,500	\$ 52,500	\$ 142,000	\$ 36,250	\$ (48,640)	\$ 106,000	\$ 41,500	
Direct Mail	1,650,102	137,509	145,396	130,988	100,000	193,000	323,000	79,500	106,500	229,000	75,150	229,980	174,000	76,500	1,863,014
Donations	565,679	47,140	46,367	26,097	46,500	20,000	20,000	27,323	28,234	33,234	32,323	33,234	32,323	33,234	378,868
Endowment	51,826	4,319	5,500	-	-	-	-	-	-	-	-	-	-	-	5,500
Royalties	9,005	750	958	1,055	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,013
Sponsorships	253,620	21,135	3,777	1,400	-	-	-	180,000	8,333	8,333	8,333	8,333	8,333	8,333	235,177
VIK Donations	60,000	5,000	-	18,659	-	-	-	18,000	1,000	6,000	-	-	-	-	43,659
<i>Total Fundraising</i>	\$ 2,590,232	\$ 215,853	\$ 201,998	\$ 178,199	\$ 147,500	\$ 214,000	\$ 344,000	\$ 305,823	\$ 145,067	\$ 277,567	\$ 116,806	\$ 272,547	\$ 215,656	\$ 119,067	\$ 2,538,231
Competitions															
Competitions	487,710	40,643	31,042	22,491	7,000	-	-	-	-	-	115,000	27,000	29,000	91,958	323,491
Self Pay	69,508	5,792	-	-	-	-	-	-	-	-	-	-	-	-	-
Ammo/Hull Sales	90,084	7,507	-	210	-	-	-	-	-	-	25,000	11,000	11,000	-	47,210
<i>Total Competitions</i>	\$ 928,888	\$ 77,407	\$ 31,042	\$ 22,701	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,000	\$ 38,000	\$ 40,000	\$ 91,958	\$ 370,701
Membership	\$ 251,461	20,955	\$ 21,061	\$ 3,730	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	74,791
Merchandise	\$ 268,968	22,414	\$ 2,577	\$ 2,336	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ 2,000	\$ 10,000	\$ 2,000	\$ 2,000	\$ 10,000	34,913
Events Income	\$ 120,146	10,012	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 225,000	\$ 2,000	\$ -	227,000
<i>Total Advertising/Licensing</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Income	37,495	3,125	98	-	-	-	-	-	-	-	-	-	-	-	98
<i>Total Other</i>	\$ 37,495	\$ 3,125	\$ 98	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 98
Total Net Revenue	\$ 5,333,562	\$ 444,463	\$ 373,145	\$ 323,336	\$ 275,869	\$ 335,369	\$ 465,369	\$ 429,192	\$ 251,770	\$ 358,023	\$ 345,262	\$ 616,003	\$ 338,112	\$ 299,481	\$ 4,410,932
Cost of Goods Sold	\$ 17,712	1,476	\$ -	\$ -	\$ 1,764	\$ 1,764	\$ 1,764	1,200	1,200	1,200	6,000	1,200	1,200	6,000	23,292
Gross Margin	\$ 5,315,849	\$ 442,987	\$ 373,145	\$ 323,336	\$ 274,105	\$ 333,605	\$ 463,605	\$ 427,992	\$ 250,570	\$ 356,823	\$ 339,262	\$ 614,803	\$ 336,912	\$ 293,481	\$ 4,387,640

USA Shooting
Cashflow Analysis and Reforecast

CONSOLIDATED			REFORECAST/PROJECTIONS												REFORECAST
	Actual	Monthly Avg	ACTUALS												
	FY19	FY19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	
PERSONNEL															
Salaries	1,308,913	109,076	103,674	86,261	91,194	85,000	80,000	90,000	105,785	105,785	102,421	105,785	102,421	105,785	1,164,114
Bonus	-	--	30,000	-	-	-	-	-	-	-	-	-	-	-	30,000
Employee Benefits & Taxes	339,050	28,254	15,078	7,035	16,415	15,300	14,400	9,822	10,149	10,149	9,822	10,149	9,822	10,149	138,288
Total Personnel	\$ 1,647,963	\$ 137,330	\$ 148,752	\$ 93,296	\$ 107,609	\$ 100,300	\$ 94,400	\$ 99,822	\$ 115,934	\$ 115,934	\$ 112,243	\$ 115,934	\$ 112,243	\$ 115,934	\$ 1,332,402
FUND DEVELOPMENT/MARKETING															
Events Expense	107,484	8,957	1,783	730	-	-	-	-	-	-	-	50,000	-	3,550	56,063
Merchandise Inventory	-	--	-	-	-	-	-	-	-	-	-	-	-	-	-
Bank & CC Fees	45,851	3,821	3,630	2,108	-	-	-	4,051	4,186	4,186	4,051	4,186	4,051	4,186	34,633
Sales Tax	5,841	487	-	-	-	-	-	165	165	165	825	165	165	825	2,475
Printing	35,814	2,985	906	1,175	-	-	-	575	595	595	575	595	575	595	6,185
Direct Mail Expense	59,851	4,988	44,601	228,833	100,000	46,000	308,000	46,000	54,000	87,000	38,900	278,620	68,000	35,000	1,334,954
Postage & Shipping	434,918	36,243	600	1,059	1,000	1,000	1,000	594	614	614	594	614	594	614	8,897
Marketing Materials	6,132	511	-	-	-	-	-	150	-	500	-	-	500	150	1,300
Total Fund Development/Marketing	\$ 702,917	\$ 58,576	\$ 51,520	\$ 233,905	\$ 101,000	\$ 47,000	\$ 309,000	\$ 51,535	\$ 59,559	\$ 93,059	\$ 44,945	\$ 334,179	\$ 73,885	\$ 44,919	\$ 1,444,507
ATHLETE FUNDING															
Travel	1,635,887	136,324	23,589	72,522	50,000	7,500	7,500	7,500	7,500	50,000	200,000	110,000	50,000	75,000	661,111
Athlete Funding	250,753	20,896	12,735	1,350	18,000	15,000	15,000	15,000	15,000	30,000	30,000	35,000	35,000	35,000	257,085
Ammo & Targets	45,478	3,790	10,244	4,220	18,000	-	-	17,000	47,000	2,000	2,000	2,000	2,000	2,000	106,464
Athlete Event Fees	57,368	4,781	-	429	-	-	-	-	-	-	-	-	-	-	429
Athlete Freight & Shipping	20,170	1,681	-	-	-	-	500	-	2,000	2,000	1,200	1,200	1,200	1,500	9,600
Athlete Uniforms	4,081	340	-	-	-	-	-	2,000	5,600	5,600	-	-	-	2,000	15,200
Sports Science & Med	37,727	3,144	2,680	4,950	-	3,250	-	-	-	-	-	-	-	-	10,880
Athlete Training	4,187	349	1,340	1,450	-	-	-	-	-	-	-	-	-	-	-
Total Athlete Funding	\$ 2,055,651	\$ 171,304	\$ 50,588	\$ 84,921	\$ 86,000	\$ 25,750	\$ 23,000	\$ 41,500	\$ 77,100	\$ 89,600	\$ 233,200	\$ 148,200	\$ 88,200	\$ 115,500	\$ 1,060,770
ADMINISTRATIVE/OPERATING															
Facility Lease	14,530	1,211	-	-	-	-	-	1,359	1,404	1,404	1,359	1,404	1,359	1,404	9,694
Lease Hold Improvements	-	--	-	-	-	-	-	-	-	-	-	-	-	-	-
Range Maintenance	25,737	2,145	230	2,047	500	500	4,000	5,000	5,000	5,000	5,000	2,500	1,000	1,000	31,777
Office Equipment	4,495	375	262	506	275	275	275	240	248	248	240	248	240	248	3,305
Equipment	37,383	3,115	1,902	105	500	500	500	247	255	255	247	255	247	255	5,266
Supplies	25,576	2,131	2,042	945	1,000	1,000	1,000	1,000	3,057	1,057	1,323	1,057	9,023	1,057	23,563
Website	412	34	-	50	50	50	50	50	50	50	50	50	50	50	550
Utilities	4,040	337	401	-	400	400	400	788	797	797	788	797	788	797	7,153
Licensing & Insurance	16,447	1,371	1,684	-	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	16,684
Telephone	11,372	948	1,971	323	1,500	1,500	1,500	1,093	1,122	1,122	1,093	1,122	1,088	1,122	14,553
Dues & Subscriptions	35,181	2,932	500	304	400	400	400	411	425	425	411	425	411	425	4,935
Miscellaneous Expense	3,342	278	1,718	230	500	500	500	500	500	500	500	500	500	500	6,948
Outside Memberships	-	--	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Administrative/Operating	\$ 178,514	\$ 14,876	\$ 10,711	\$ 4,508	\$ 6,625	\$ 6,625	\$ 10,125	\$ 12,187	\$ 14,358	\$ 12,358	\$ 12,510	\$ 9,858	\$ 16,205	\$ 8,358	\$ 124,428

USA Shooting
Cashflow Analysis and Reforecast

CONSOLIDATED	Actual		REFORECAST/PROJECTIONS												
	FY19	Monthly Avg FY19	ACTUALS		REFORECAST/PROJECTIONS										REFORECAST
			Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	
CONTRACT/CONSULTING															
Consulting	528,577	44,048	6,812	5,500	5,000	5,000	5,000	5,182	5,846	5,346	5,682	5,596	5,932	5,596	66,490
Contract Labor	154,389	12,866	11,250	2,610	10,000	2,500	2,500	-	-	18,000	25,000	15,000	10,000	10,000	106,860
Acctg & Legal Services	100	8	-	2,500	-	-	-	2,877	2,973	2,973	2,877	2,973	2,877	2,973	23,021
IT Support	-	--	-	-	-	-	-	-	-	-	-	-	-	-	-
Variable IT Costs	-	--	-	-	-	-	-	-	-	-	-	-	-	-	-
VIK Expense	730	61	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Contract/Consulting	\$ 683,796	\$ 56,983	\$ 18,062	\$ 10,610	\$ 15,000	\$ 7,500	\$ 7,500	\$ 8,058	\$ 8,818	\$ 26,318	\$ 33,558	\$ 23,568	\$ 18,808	\$ 18,568	\$ 196,371
COMPETITIONS/TRAVEL/MEETINGS/TRAINING															
Staff Travel	-	--	-	-	-	-	-	-	-	-	3,000	-	-	3,000	6,000
Award & Medals	29,623	2,469	2,194	-	-	-	-	-	2,000	1,500	1,500	2,500	-	-	9,694
SafeSport	9,317	776	(900)	1,770	500	500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	21,870
Meals	26,335	2,195	-	757	-	-	-	-	-	-	-	-	-	-	757
Staff Development	610	51	-	-	-	-	-	30	30	30	30	30	30	30	210
Board Expenses	-	--	-	-	-	-	-	-	-	-	-	-	-	-	-
Competitions/Travel/Meetings/Trainin	\$ 65,886	\$ 5,490	\$ 1,294	\$ 2,527	\$ 500	\$ 500	\$ 2,500	\$ 2,530	\$ 4,530	\$ 4,030	\$ 7,030	\$ 5,030	\$ 2,530	\$ 5,530	\$ 38,531
TOTAL Cash Expenditures	\$ 5,334,727	\$ 444,561	\$ 280,928	\$ 429,767	\$ 316,734	\$ 187,675	\$ 446,525	\$ 215,632	\$ 280,300	\$ 341,300	\$ 443,487	\$ 636,770	\$ 311,872	\$ 308,810	\$ 4,197,008
Net Cashflow	\$ (18,878)	\$ (1,573)	\$ 92,217	\$ (106,431)	\$ (42,629)	\$ 145,931	\$ 17,081	\$ 212,360	\$ (29,730)	\$ 15,523	\$ (104,224)	\$ (21,967)	\$ 25,041	\$ (15,329)	\$ 190,632